WORKFORCE INVESTMENT BOARD N U A L R E P O R T



MESSAGE FROM THE CHAIRMAN

On behalf of the County of San Bernardino Local Workforce Investment Board, I am pleased to present this Annual Report of San Bernardino County's accomplishments under the Workforce Investment Act for Program Year 2006. These accomplishments are a result of the WIBs commitment to improve the quality of the county's workforce, to enhance the productivity and competitiveness of the region and to advance strategic partnerships between education, workforce and economic development.

Last year, the WIB focused its efforts on engaging the business community, educators, labor, workforce and economic development professionals in strategies that train workforce participants for occupations that will provide long-term career paths and lead to self-sufficiency. Development of these collaborative partnerships was the first step in the creation of a flexible workforce system capable of identifying and adapting to the ever-changing needs of business in San Bernardino County.

It has been our goal to respond to our changing economy by identifying and meeting the needs of business by providing a skilled and growing workforce. This annual report demonstrates our progress in program year 2006 to meet and exceed that goal, and lays the framework for future strategic planning efforts. In collaboration with the County of San Bernardino Economic Development Agency, we continue to build a strong local economy. This positions our county for business and employment opportunities which promote a quality lifestyle built on a strong workforce and business base. Ultimately this maximizes the standard of living for our residents and supports our mission statement: "Our job is your future!"

Sincerely,

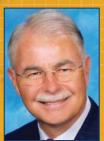
TerryKlenske

Terry Klenske, Chairman

ACKNOWLEDGEMENTS



Chairman Paul Biane Second District Supervisor



Vice Chairman Gary Ovitt Fourth District Supervisor



Brad Mitzelfelt First District Supervisor



Dennis Hansberger Third District Supervisor



Josie Gonzales
Fifth District Supervisor

County of San Bernardino Board of Supervisors

Chairman Paul Biane, Second District Supervisor

Vice Chairman Gary Ovitt, Fourth District Supervisor

Brad Mitzelfelt, First District Supervisor

Dennis Hansberger, Third District Supervisor

Josie Gonzales, Fifth District Supervisor

County of San Bernardino Economic Development Agency

Brian P. McGowan, Economic Development Agency Administrator

Patricia Cole, Deputy Administrator

Karen Patel, Economic Development Department Director

Kathy Thomas, Redevelopment Agency Director

Barbara Halsey, Department of Workforce Development Director

Sandy Harmsen, Department of Workforce Development Deputy Director



WORKFORCE INVESTMENT BOARD (WIB)

San Bernardino County Workforce Investment Board (WIB)

Leslie Rodden

Steve Rockett

William Sirowy

Patricia Nichols

Cynthia Banks

Will Marshall

Donald Averill

Bill Moseley

Clifford Hackney

Chris Jicha

Phil Eckert

Sandra Richards

Joseph W. Brady

Frank Williams

John C. Lewis

John Gibson

Phil Cothran

Ken Clark

Tina Nelson

Bob Lemley

Bryan Chanlee

Curt Hagman

Michael J. Gallo

Ray Gonzalez

Patrick Caffery

Abe Hovsepian

William Betterley

Daniel Nackerman

Peter Rogers

Gregory Brentano

John Broholm

Martha Barrera

Kim Young

WIB Executive Committee Members



Curt Hagman



Michael J. Gallo



Phil Cothran



Terry Klenske

Executive Committee



VISION STATEMENT

To become a nationally recognized, award-winning workforce system that successfully serves job seekers, businesses and the community to ensure economic vitality in San Bernardino County.

MISSION STATEMENT

"Our job is your future!"



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COUNTY OVERVIEW

SAN BERNARDINO COUNTY

San Bernardino County is home to a fast-growing \$96 billion economy built on a diverse base of industries ranging from international trade to manufacturing and professional services. On its own, the County's economy would rank 48th in the world, placing it among the top quarter of all nations. However, the County's greatest strengths derive from its position within the powerful Southern California market. Located at the heart of Southern California, one of the world's most lucrative economies, the County of San Bernardino is the largest county in the contiguous United States. Its vast borders stretch from the greater Los Angeles area to the Nevada border and the Colorado River encompassing a total area of 20,160 square miles. Comprised of 24 cities, the County of San Bernardino is the 5th fastest growing county in the nation with almost 2 million residents. Its assets include numerous colleges and universities supporting a strong, diverse workforce along with an unparalleled collection of highways, runways and railways that lead to regional, national and international business centers.



COUNTY OF SAN BERNARDINO ECONOMIC DEVELOPMENT AGENCY

The mission of the County of San Bernardino Economic Development Agency (EDA) is to maximize the standard of living of County residents, provide economic opportunities to local business, foster a competitive environment and position the County as a highly competitive region for business opportunities.



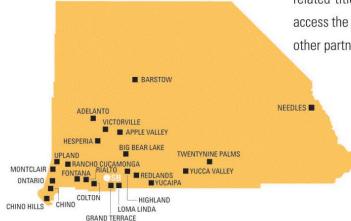
DEPARTMENT OF WORKFORCE DEVELOPMENT

The County of San Bernardino Department of Workforce Development, one of four departments within the Economic Development Agency, administers and operates programs under the Department of Labor's Workforce Investment Act. WIA program services are delivered to job seekers and businesses in three district offices located in the cities of San Bernardino, Rancho Cucamonga and Hesperia.

Job seeker services include career counseling, job search, assessment and occupational training services. Customers using the centers have access to computers, internet services, telephones, fax and copy machines as well as printed materials to aide them in career exploration and job search.

Business customers can benefit from customized recruitment services, easy access to a large pool of pre-screened job applicants and other resources provided through the County's Business Resource Centers (BRCs). Businesses may wish to utilize the BRC resource library containing over 1,000 business related titles, business development software and online resources, or to access the services offered by the Small Business Administration, SCORE or other partners at the Centers.

CITIES LOCATED IN SAN BERNARDINO COUNTY



DEMOGRAPHICS

THE WORKFORCE INVESTMENT BOARD

The San Bernardino County Workforce Investment Board (WIB) is tasked with addressing major workforce issues in the county. The WIB's role is to convene appropriate parties around these issues, create dialogue, generate innovative solutions through consensus and to enlist community commitments to action in order to build a competitive workforce advantage.

As a facilitator and leader, the WIB is engaging community leaders to carefully craft strategies to identify and build these competitive advantages within each of the major regions in the county. These strategies capitalize on existing industries, help broker innovative workforce solutions between the public and private sectors and engage business in the strategies needed for long term workforce solutions. Ultimately, the WIB is working to change and improve the model of business investment in employment development. Specifically, the strategy concentrates on building a community with these characteristics as the foundation:

- engaged, forward-thinking community leaders
- business investment in human capital
- a strong and diverse economy
- an integrated infrastructure
- effective and articulated education system
- clearly defined and accessible career paths
- a ready, willing and able workforce



Geographic Area: 20,160 square miles. About 90% of the county is desert; the remainder consists of the valley and mountains.

Population	2,005,688
Estimated 2011 Population	2,318,231
Median age of the population	30.2 years
Median household income	\$51,070
Estimated 2011 Median Household Income	\$60,163
Per capita income	\$19,947
Estimated 2011 Per Capita Income	\$23,393
Poverty rate	15 percent
People in the Civilian Workforce	862,828
Mean commute time to work	31.0 minutes
School Districts	33
Educational attainment	

- 75.9 percent of the people 25 years and over have at least a high school diploma
 - 17.5 percent have a bachelor's degree or higher
 - San Bernardino County residents spent \$623,250,923 for supplemental educational services in 2006



THE BUSINESS PARTNERSHIP

Business customers benefit from customized recruitment services, easy access to a large pool of pre-screened job applicants and other resources provided through the County's Business Resource Centers (BRCs). Businesses utilize the BRC resource library containing over 1,000 business related titles, business development software and online resources. They also have access to the services offered by the Small Business Administration, SCORE and other business service partners at the Centers.

Staff, using informational resources at the centers can help develop strategies to address the needs of businesses experiencing difficulty in today's rapidly changing economic environment.

BUSINESS SERVICES DELIVERED IN 2006

228 job fairs/recruitments and employer specific hiring events held during 2006

2,650 businesses assisted with their hiring needs

5,800-plus businesses received information and services from the Business Resource Specialists

34 joint business attraction meetings held in partnership with city economic development offices

680 jobs saved as a result of lay off aversion tactics deployed by Business Resource Specialists at **145** businesses

1,930 displaced workers connected with career, training and income assistance during Rapid Response Orientations held at 61 businesses

EMPLOYMENT SUCCESS STORIES

April 2006

Lori had only worked as a cashier and in the fast food industry before enrolling in the nursing program at Victor Valley College. She hadn't been employed since 1990. We assisted her in the cost of training so she could complete the program. She started work as a registered nurse with a starting salary of \$6,635 a month.



May 2006

Rita Riles, a Hurricane Katrina evacuee, came to the San Bernardino Employment Resource Center unemployed and homeless in October 2005. She sought to rebuild her life in Southern California after the heartbreak of laying her brother to rest. Marge Mendoza-Ware, a counselor at the center, worked closely with Riles to help her obtain credentials to work in security. She's now working full time, with benefits, and is attending the University of Phoenix to study criminal justice part time.

"The Employment Resource Center has been very helpful to me," Riles said. "I would recommend them to anybody."





EMPLOYMENT RESOURCE CENTERS

Employment Resource Centers help residents build their careers by connecting them with training and employment opportunities. The three centers, strategically located in the three economic zones - specifically in the cities of Hesperia, Rancho Cucamonga and San Bernardino - have been a key resource for high school students seeking career guidance, retirees returning to work, displaced workers in search of new opportunities and working professionals in need of a skills upgrade to advance.

In 2006 the three Employment Resource Centers served 61,552 customers

- Provided over 200,000 services to these customers including
 - Job Search and Skills Workshops
 - Providing computer and internet access
 - Phone use
 - Fax use
 - Copier use
- Job Placement staff interviewed and referred 7,183 clients
- Employment Specialists provided workshops for 7,405 clients

TOTAL PARTICIPANTS SERVED

Adults	1,256
 Dislocated Workers 	301
Older Youth	175
Younger Youth	204



WORKFORCE INVESTMENT ACT YOUTH PROGRAM

12 YOUTH PROVIDERS SERVED 379

Featured Youth Provider PAL Center

Provisional Educational Services, Incorporated

The WIA Project Earn and Learn is a 12-month program that provides employment, academics, vocational skill training, and job placement for low-income youth from ages 14 to 21. This program has two objectives: to train youths countywide to become community leaders, and to support and positively influence youth to remain in school and obtain viable employment.

DISABILITY PROGRAM NAVIGATOR

San Bernardino County's Disability Program Navigator implemented a variety of strategies during 2006 to ensure that the infrastructure of the local workforce delivery system provides a welcoming environment that effectively serves customers with disabilities. The Employment Resource Centers' emergency evacuation plans were updated to address the needs of people with disabilities. A resource directory was developed to provide staff with immediate access to a wide array of disability-related resources and information. Finally, disability content was added to the Local Workforce Investment Area's website (www.sbcounty.gov/eda/wdd/disabilityservices. htm) that allows employers and job seekers to access pertinent employment-related information from remote locations.

The Disability Program Navigator also served on the planning committees for several regional events that took place as part of National Disability Employment Awareness Month, participated as a panel member for the "One Stop Career Centers: Services for Youth with Disabilities" teleconference, coordinated an employment rights workshop at a local university for students with disabilities. facilitated a roundtable discussion at a regional youth conference to provide information about the services available through the Employment Resource Centers for transitioning youth, and assisted with recruiting the parent of a child with a disability, to serve on the Youth Council as a Youth Parent Representative.

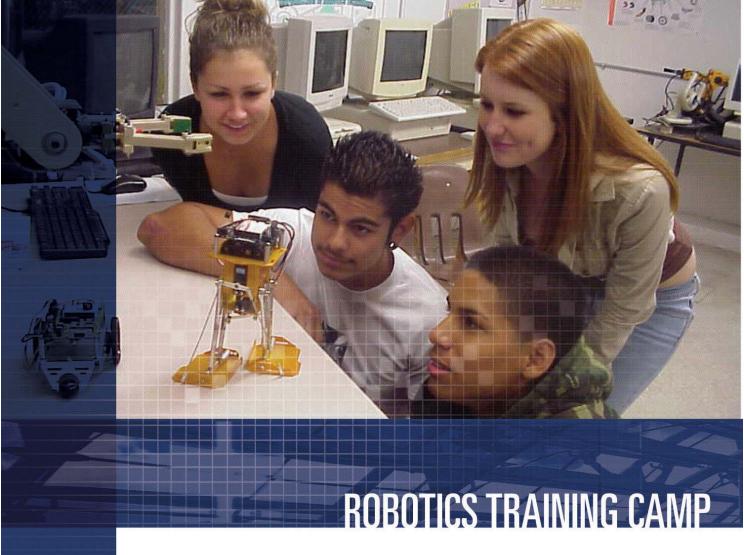
DISABILITY PROGRAM NAVIGATOR

A key component of the Navigator's activities during 2006 was community outreach.

The Navigator assisted
with implementation of
San Bernardino County's plan
for meeting the mental health
needs of youth who are
transitioning out of the
foster care and
juvenile justice systems.



Jimmy Grissom, a student at San Bernardino Valley College, learns from mentor Julie Williams, an employee at Rolling Start, Inc. Grissom was hired for a part-time graphics art position at Rolling Start, Inc. as a result of his participation in Disability Mentoring Day.



partnership with the Workforce Investment Board's Employment Resource Centers presented pre-employment skills training and a Robotics Training Camp November 16th thru December . 15th. The Robotics training was designed to . develop team interaction, teaming concepts and . expose the participants to theories and practices . used in advanced manufacturing. Over the twoweek training period the class prepared student teams for local, regional, and national Vex robotics competitions.

he San Bernardino Community College District Participants received hands-on training using Vex Robot kits. Curriculum included instruction on:

- Programming the Vex
 - Presentations on gears and gear ratios
- Drive system experiments
 - Mechanics and mechanisms
- Engineering principles for building

Vex robots





MANUFACTURING SKILLS STANDARDS CERTIFICATIONS PROGRAM (MSSC)

The Workforce Investment Board partnered with the San Bernardino Community College District to offer a comprehensive four-week training program in advanced manufacturing.

The Advanced Manufacturing Skills Standards Certification program is a collaborative effort designed to address a human capital shortage and growing skills gap in the local manufacturing industry. The project focuses on four manufacturing skill areas (Safety, Maintenance, Quality and Production). Nearly 60 San Bernardino County residents were enrolled last year in one of the program's three components, consisting of:

- an 80-hour soft skills training or "boot camp" program, which serves
 as an entry level pre-employment program designed to attract and prepare
 prospective customers for the various entry level occupations within the
 manufacturing sector.
- a 120-hour incumbent worker certifications program designed to increase productivity and innovation in all manufacturing sectors in order to meet future manufacturing needs.
- a 160-hour youth pre-employment skills and vocational training program that combines 80 hours of the soft skills training program with 20 hours of quality, 20 hours of safety and 40 hours of robotics training in order to prepare local youth for entry-level employment opportunities in furniture manufacturing.



his training initiative became a primary focus for the Workforce Investment Board as 17 companies at Southern California Logistics Airport in Victorville added hundreds of aviation-related jobs.

The economic impact of this sector through the high wage jobs it is creating is a boon to the local Victor Valley economy. An Airframe and Propulsion training program is currently under review by the FAA and State Chancellor's Office. Approval from both entities will allow for training classes to begin early fall of 2007. This training program will serve as a workforce feeder program, filling some 200 new jobs annually.

In addition, the Workforce Investment Board is pending approval of funding from the California Employment Training Panel to reimburse SCLA employers for FAA required General Familiarization training for incumbent employees.

BRAC PROJECT

With military restructuring reducing and shifting employment at the Marine Corps Logistics Base, Barstow, the County of San Bernardino Workforce Investment Board stepped in to help workers prepare for new opportunities.

While the Base Realignment and Closure group led to some job cuts at the base, it also led to new opportunities at the same location. The WIB is working with Barstow Community College to develop training programs to allow the displaced workers to obtain the skills needed for the available positions, offering these workers new job opportunities, stable employment and potential for increased earnings.

Training will begin in March 2007.



WIRED PROJECT

The San Bernardino County Workforce Investment Board is a partner in one of the 13 projects funded by The U.S. Department of Labor's WIRED Initiative. With the California Space Authority serving as the lead agency, this \$15,000,000 three year project will aid businesses, workforce, economic development and education partners in the California Innovations Corridor to think regionally around global competitiveness issues.

With funding received from the Workforce Innovations in Regional Economic Development Initiative, San Bernardino County will identify skill gaps and workforce shortages in high tech sectors. Information will be used to inform economic and educational strategies.



PARTNERSHIPS IN NURSING

PARTNERSHIP IN PEDIATRIC ACUTE CARE

In addition to the normal stress associated with learning a new job, registered nurses at Loma Linda University Children's Hospital also experienced emotional stress from treating infants and young children. This resulted in a 30% recidivism rate among the newly hired. As a result, the Local Workforce Investment Board and Loma Linda University Children's Hospital have collaborated to develop a specialized curriculum that provides intensive training and mentoring to new graduate registered nurses in the hospital's newly expanded Pediatric Bone Marrow Transplant Unit. Additionally, the innovative new program also introduces a new web-based electronic instructional device called the "Portal". This new training instrument allows easy access to instructional materials and provides on-demand access to information. Twenty-one registered nurses are currently participating in the program.





VISION 2020 CONFERENCE

he 2020 Vision Summit was developed with the goal of creating a shared vision between San Bernardino and Riverside counties and to identify the skills and training necessary to prepare the workforce and economy for the industries of the future.

The summit lined up leading voices in education, business and workforce development to address workforce needs for the next generation. In an age of international competition, the County has adopted a strategic economic development plan to build an economy capable of competing on a global scale. Key to this is an effort to develop a workforce equipt with the skills necessary to give local industries an advantage in a competitive world.

Through an active media relations campaign, the symposium established the San Bernardino County Workforce Investment Board as the leading voice on workforce issues in the region. The press took note of the San Bernardino County WIB's efforts to convene regional leaders to aid in predicting business workforce needs and creating solutions to meet those needs.

More than 90 economic, business, workforce and education leaders took part in the conference held on Oct. 13, 2006. Public relations efforts drove regional media coverage. The newspaper headlines included: "Summit to address workforce challenges," "Focus shifted to big picture: Business leaders are urged to find a 'common vision' as they look into the future" and "Summit will look into the future: workforce investment boards spearhead forum."

These articles created public awareness of the contributions that San Bernardino County WIB makes to the local economy. And, more importantly, the San Bernardino County Workforce Investment Board received recognition for taking a lead role in this collaborative effort.

CAREER LADDERS-ANOTHER TOOL TO ENGAGE THE FUTURE

The San Bernardino County Career Ladders were established by the Local Workforce Investment Board to provide information on demand occupations and career paths within the County that will lead residents to self-sufficiency.

Career Ladders were based on current local Labor Market Information (LMI) obtained from the Employment Development Department (EDD) and local LMI entities. This resulted in the Local Workforce Investment Board identifying four demand sectors in San Bernardino County.

These demand sectors are:

- 1. Transportation, Logistics and Distribution
- 2. Health Care
- 3. Manufacturing
- 4. Construction



Information about each demand sector has been compiled into 4 sections for easy access. This information includes:

- 1. Overview of the industry
- 2. Employment projection
- 3. Career pathway leading self-sufficiency
- 4. Minimum work experience requirements

SAN BERNARDINO WORKFORCE

TIME	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT RATE
2006-JAN	869,800	829,700	4.6
2005-JAN	854,500	808,200	5.4

SAMPLE CAREER LADDER - MANUFACTURING SECTOR

The related occupations in the manufacturing field are grouped by the amount of education they require, ranging from 30 days on-the-job training to postsecondary and vocational education, to advanced professional degrees.

TEAM ASSEMBLERS

\$22,079.00 \$21,114.00

30 DAYS ON-THE-JOB TRAINING

PRODUCTION WORKERS

30 DAYS ON-THE-JOB TRAINING

MACHINISTS

\$30,966.00

\$27,648.00

1-12 MONTHS ON-THE-JOB TRAINING 1-12 MONTHS ON-THE-JOB TRAINING

MILLRIGHTS

TOOL & DIE MAKERS

QUALITY CONTROL

\$48,405.00

\$45,582.00

12 MONTHS ON-THE-JOB TRAINING

12 MONTHS ON-THE-JOB TRAINING

FIRST-LINE SUPERVISOR

MECHANICAL ENGINEERS

\$45,611.00

\$66,193.00 BA/BS

WORK EXPERIENCE/AA DEGREE



MANUFACTURING SECTOR

Manufacturing processes have become much more high-tech and workers are increasingly likely to spend their days monitoring a computerized control center instead of manually operating cumbersome tools or machines. Jobs within this industry are separated into four career paths. Labor and Skilled Trade Work, which includes machinists, production laborers, stationary engineers, glass cutters and trimmers, glass grinding and polishing workers, instrument and electronic technicians, and team assemblers; Science and Technology Application, which includes such occupations as chemists, inspectors, food safety specialists, plant and system operators, and industrial health and safety engineers; Management and Supervision, which includes first-line supervisors and production managers; and Sales and Relationship Management, which includes sales representatives.

MANUFACTURING INDUSTRY PROJECTIONS:

2002

2012

115,400

129,300

CHEMICAL TECHNICIAN • COMPUTER CONTROL PROGRAMMER • INDUSTRIAL MACHINERY MECHANIC • MECHANIC • MILLWRIGHT • PRODUCTION FIRST-LINE SUPERVISOR • QUALITY CONTROL INSPECTORS • TOOL & DIE MAKERS • WELDERS



WORKFORCE EDUCATION

Educational attainment is important not only for personal success, but for sustaining the local economy. A high school diploma or college degree opens many career opportunities that are closed to those without these achievements. In addition, the education level of residents is evidence of the quality and diversity of our labor pool - an important factor for businesses looking to locate or expand in the regions.

2005 COLLEGE-GOING RATES TO PUBLIC COLLEGES AND UNIVERSITIES

An important indicator of the health of the K-12 system is the number of high school graduates eligible to attend the University of California and the Cal State University systems. The college-going rate, as defined by the California Postsecondary Commission, considers "students who graduated from a California Public or Private high school in a particular academic year and contrast that figure with the number of students age 19 or under enrolled as first-time freshman in a California Higher educational institution."

The data shown is for the year 2005.

AREA	12th GRADE	GRADUATES	PERCENT
San Bernardino	25,985	22,163	85%
State of California	409,560	355,231	87%

HIGH SCHOOL GRADUATES			COLLEGE-GOING RATE		
COUNTY	PUBLIC	UC	CSU	CCC	TOTAL
San Bernardino	22,163	4.3%	8.8%	21.2%	34.3%

UC- University of California, CSU- California State University, CCC California Community College





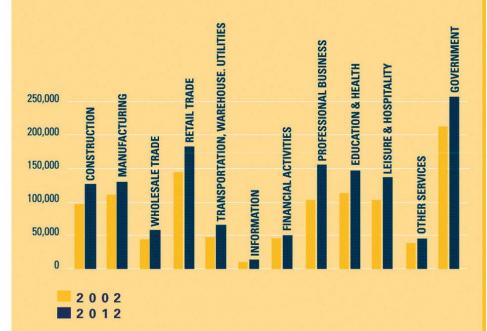


onfarm wage and salary employment in the Riverside-San Bernardino MSA is expected to grow nearly 3 percent annually between 2002 and 2012, faster than any MSA in California. The 318,300 new jobs will raise employment to nearly 1.4 million within five years. The rate of job growth is 1.6 times that of the State of California.

Transportation, Warehousing & Utilities is the fastest growing major industry sector with an annual growth rate of 5 percent. The statistic reflects the key role the San Bernardino region plays in transportation for the greater Los Angeles region. With the exception of information, all major industry sectors expect substantially higher job growth in the Inland area than for California as a whole.

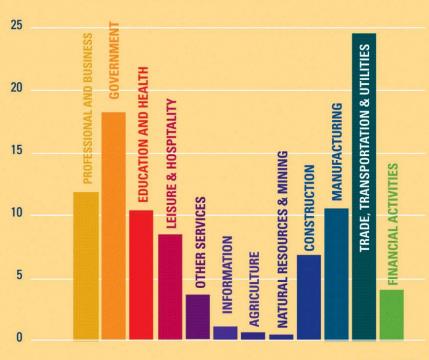
EMPLOYMENT INDUSTRIES

Below is a graph of the estimated 2002 and projected 2012 employment for major industries of the Riverside-San Bernardino MSA.





Since 2001, total industry employment in San Bernardino County has increased by 79,500 jobs, representing growth of 14 percent. Trade, transportation, and utilities; professional and business services; and construction led job growth. Those sectors contributed 52,800 additional jobs from 2001 through 2005.





PARTNERSHIPS IN ECONOMIC DEVELOPMENT

wo years ago, the County of San Bernardino Board of Supervisors reorganized four separate departments under the umbrella of the newly created Economic Development Agency (EDA). This provided the framework for a new partnership between economic development and workforce development. The new partnership eliminates duplication of program services between the four departments. Under the leadership of EDA, workforce and economic development have developed shared strategies to sustain and grow the region's economy. This enables EDA to integrate its resources to attract and support vital businesses, retain job opportunities, expand in emerging growth areas and prepare the workforce with skills that will lead workers to self-sufficiency and local businesses to competitive advantage.

In today's global arena, San Bernardino County stands poised to establish its position as a major player in the international marketplace. With access to three international airports, proximity to the world's largest seaport and its comprehensive transportation corridors, the County sits at a crossroads of world trade. This has allowed San Bernardino County to emerge as a gateway connecting overseas markets with commercial centers throughout the United States.

In the fall of 2006, EDA launched the "Opportunity California" campaign. The overall goal of "Opportunity California" is to raise awareness and position the County as a leading choice for business, lifestyle, and recreation.



Under the auspices of EDA, the Workforce Investment Board and the Department of Workforce Development held the 2020 Vision Summit in October. At this first of two symposiums developed to create a collaborative approach to building the workforce in San Bernardino and Riverside Counties, stakeholders from business, government and education were brought together to identify the skills and training necessary to prepare the workforce and economy for the industries of the future.

To develop the County's position in the global marketplace, EDA led a business-intensive trade mission to China in November to facilitate international trade. During the eight-day trip, the group of 22 local business representatives attended over 130 meetings with their Chinese counterparts. The trip resulted in over \$65 million in potential business for the San Bernardino County economy.

Attracting new businesses to the county and preparing the workforce to accommodate the needs of business increases job opportunities for all residents. Sustaining current businesses protects the existing job base and paves the way for additional employment opportunities. The partnership in economic development is fostering a strong, vibrant economy based on a cohesive system that responds to the needs of business, job seekers and incumbent workers.



GOALS FOR 2007-2008

- Strengthen the Workforce Investment Board's relationship to the Economic Development Agency and Department of Economic Development
- Implement partnerships with TANF Probation and Head Start Programs
- Develop additional Career Ladders for in demand/growth industries
- Workforce Investment Board Membership engage additional industry leaders
- Development of additional funding sources via grants, fee for service and other opportunities as identified
- Expand industry driven programs co-sponsored by the Workforce Investment Board
- Move partner organizations toward full integration of service in a comprehensive workforce system





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